

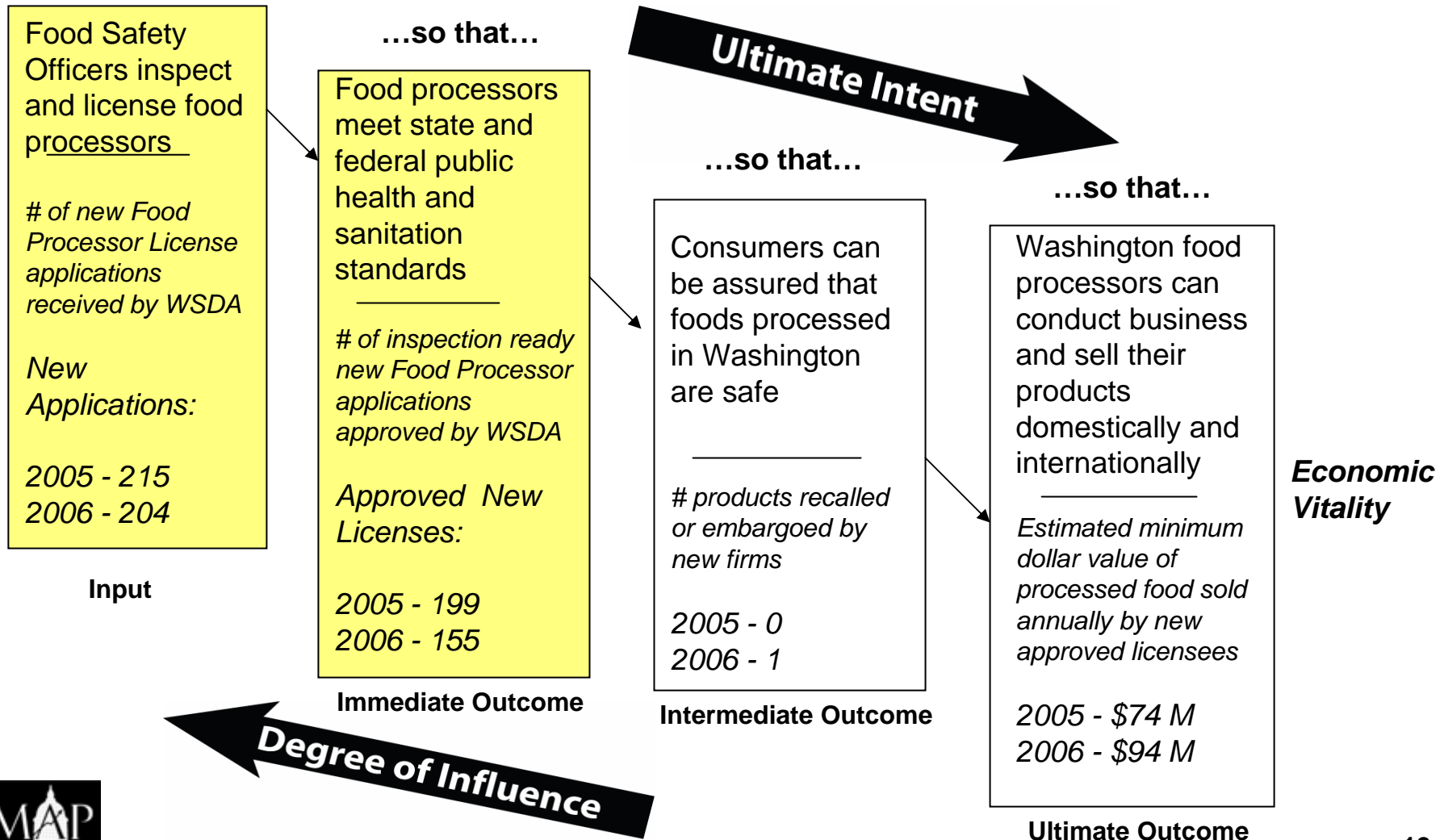
Permitting and Licensing

- Department of Agriculture Food Processing Inspections
- Joint Aquatic Resources Permit Application (JARPA)

April 11, 2007

Food Safety Program (*Food Processors*)

Protect Public Health and Promote Economic Vitality

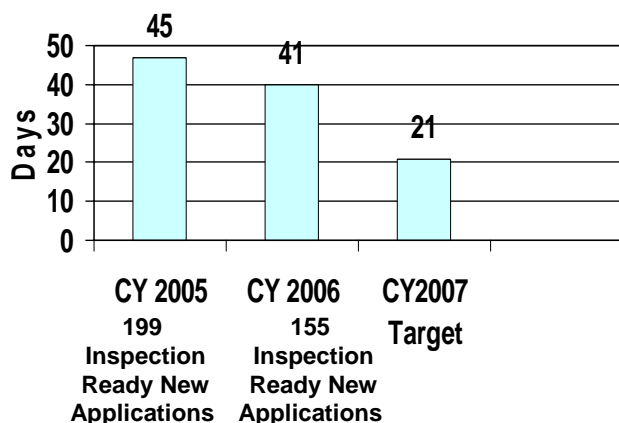


Food Safety Program

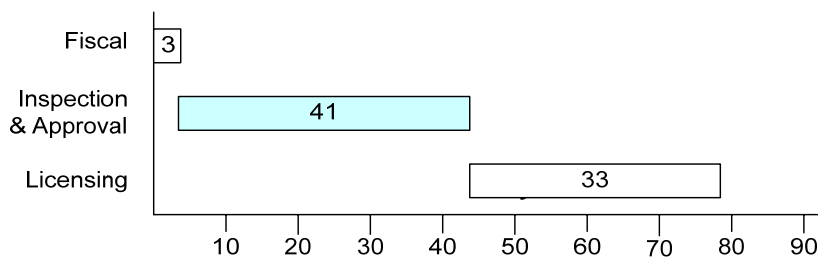
Measure: Reduce the Average Time to Inspect and Issue Food Processing Approval

Average Time to Inspect and Issue Food Processing Approval

Source: Food Safety Program New Application Tracking, As of Dec 31, 2006



CY 2006 – Average Time to License



Fiscal – Receiving and cashing

Licensing – Final process and mailing of license
(this step will be eliminated in Oct 2007)

Results Since May 2006 GMAP

- ✓ Reduced the number of incomplete new applications by 50% in 2006. (20 of 215 in 2005 = 9% incomplete vs. 10 of 204 in 2006 = 5% incomplete)
- ✓ Increased outreach and education to customers from 8 workshops in 2005 to 16 workshops in 2006
- ✓ Improved technology reduced the time to transmit applications to food safety field inspectors from an average of 7 days to 1 day

Action Plan for 2007

- ☐ Consolidate 11 independent data bases into a single web based Unified Data Information System (UDIS) by June 30, 2007
- ☐ Combine 11 license applications into 1 standardized format and merge elements of 5 licensing handbooks into 1 handbook by June 30, 2008
- ☐ Issue license same day as inspection approval by October 1, 2007
- ☐ Survey newly licensed food processors as they are licensed beginning October 1, 2007
- ☐ Continue the WSDA initiative to make more licenses available in the DOL Master Licensing System
- ☐ Inspection & approval target for 2007 is 21 days

Economic Development GMAP “Reducing Permit Time”

Improving the “Joint Aquatic Resources Permit Application” (JARPA) Process

APPLICATION STAGE:

Focus = “Getting It Right The First Time”

DECISION-MAKING STAGE:

Focus = “Improving Timeliness”

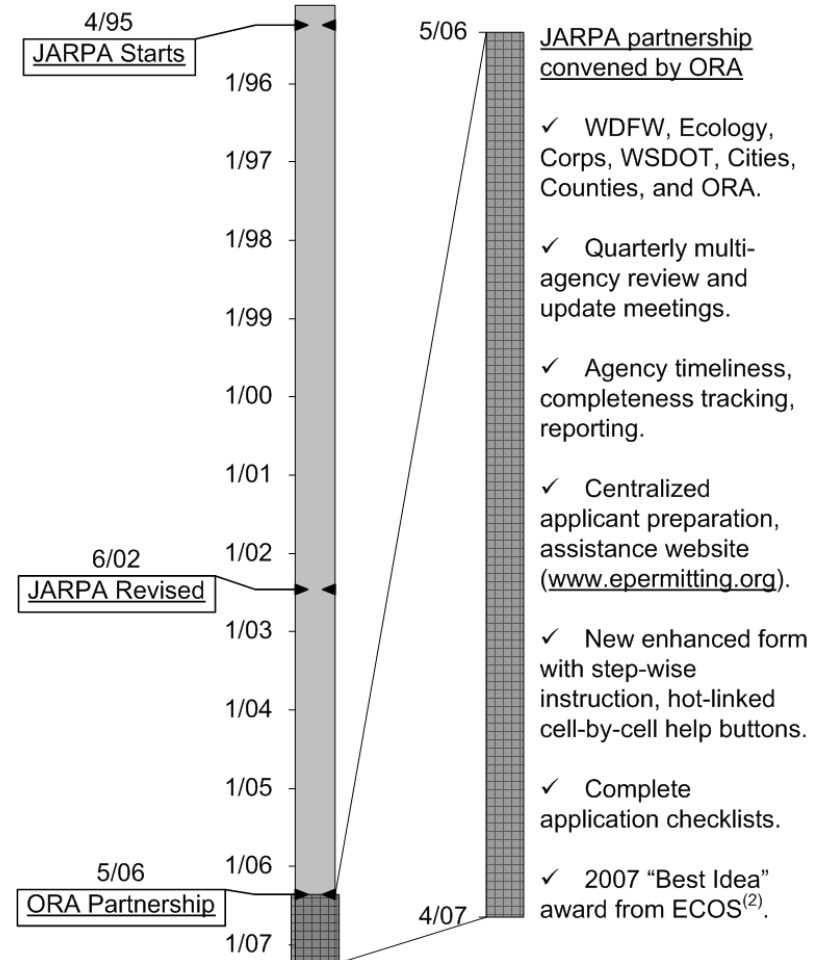
Washington Department of Fish and Wildlife (WDFW)

Washington Department of Ecology (Ecology)

Background – Chronology

What Is JARPA⁽¹⁾? Why The Focus?

1. JARPA is “**Joint Aquatic Resources Permit Application**” -- single form used to simultaneously apply for local, state, and federal environmental protection permits for small- to large-scale work in- or near-water (e.g., docks, bulkheads, bridges, culverts).
2. Developed in 1995 to simplify multi-agency application process. Has become **most commonly used environmental application in state**. Infrequent updates, revisions.
3. Economic vitality GMAP (May ‘06) illuminated applicant, agency **challenges with “getting it right the first time”** as well **multi-agency processing/timeliness**.
4. **ORA partnership (convened May ‘06) will continue to identify and implement service-delivery improvements** for business, significant initiatives like Puget Sound clean-up, and better, more accountable government.

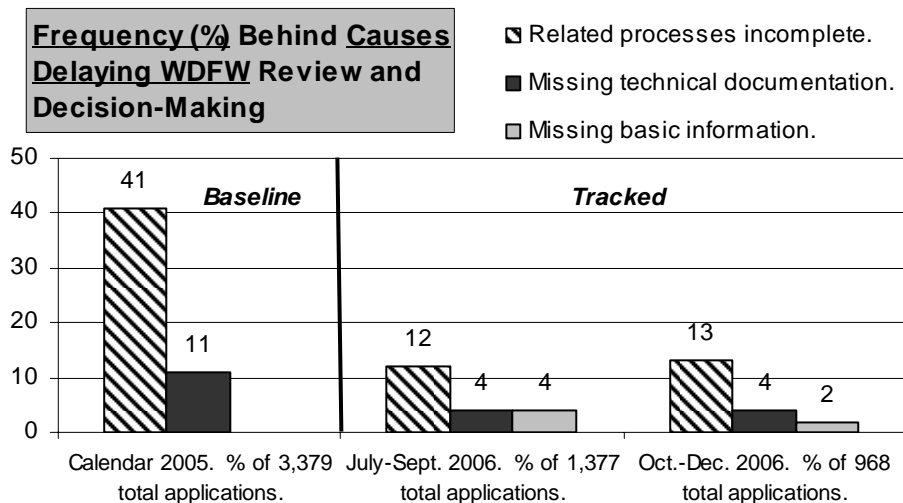
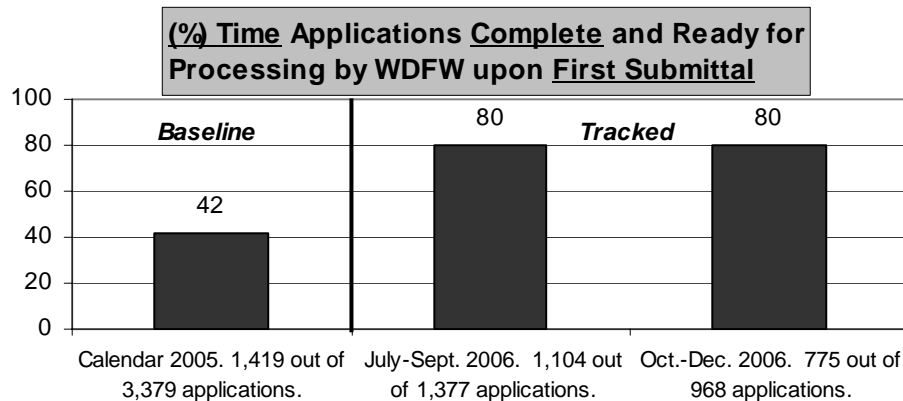


(1) Notes. JARPA form, assistance, and examples can be accessed through multi-agency www.epermitting.org website.

(2) Notes. Enhanced JARPA won 2007 “Best Idea” award from ECOS (Environmental Council of the States)!



Application Stage: Getting it right the first time to reduce overall timeline



Analysis

1. Since July 2006 WDFW has **institutionalized completeness tracking/reporting** for all JARPAs.
2. **JARPA-related improvements seem to show positive results** -- 90% improvement in completeness over baseline⁽¹⁾. Further quarterly data are necessary to establish/confirm trends.
3. **Incomplete related processes** (e.g., SEPA, State Environmental Policy Act) predominates as main reason limiting final review and decision-making (12%, 13% for past two quarters).
4. To reduce overall decision-making timeline:
 - ✓ **Interdependencies must be mapped, analyzed.**
 - ✓ **Proper sequencing, submittal steps must be documented.**
 - ✓ **Agencies, applicants must be better informed.**



(1) **Data Notes.** 2005 baseline reflects data collected prior to current database through sampling. As such it likely has some accuracy limitations in comparison to actual completeness results tracked since July 2006.

(2) **Data Source.** WDFW, Habitat Program, Qrt1 and Qrt2 '06 HPMS data runs.

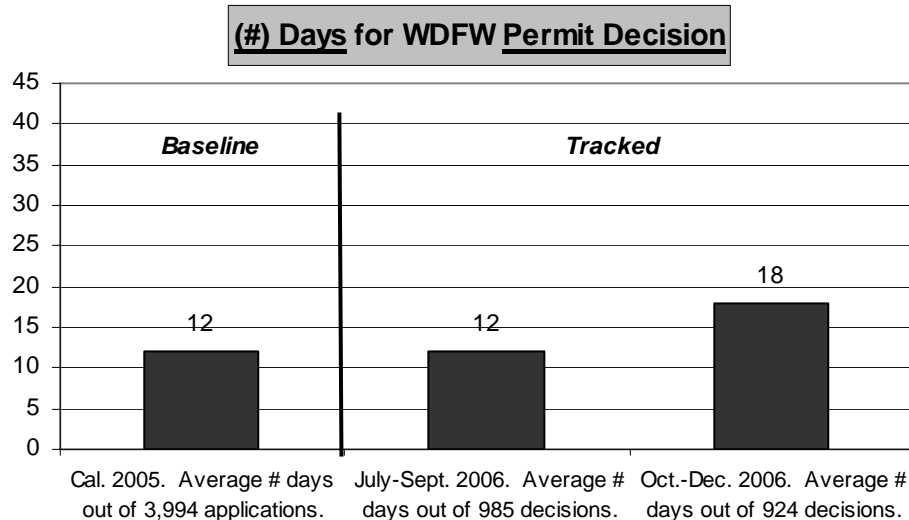


Decision-Making Stage: Improving timeliness to reduce overall timeline.

(#) Days for Total WDFW Permit Process	
BASELINE	WDFW "Hydraulic Project Approval" Permit
Application received to application complete	21
Application complete to permit decision	12
Application received to permit decision	33
Total (#) Days (Average) for Total WDFW Decision-Making Process	33

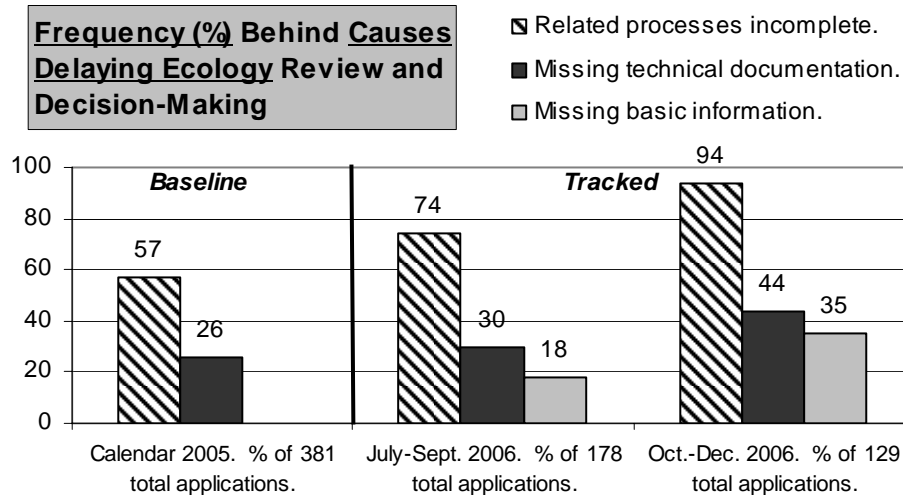
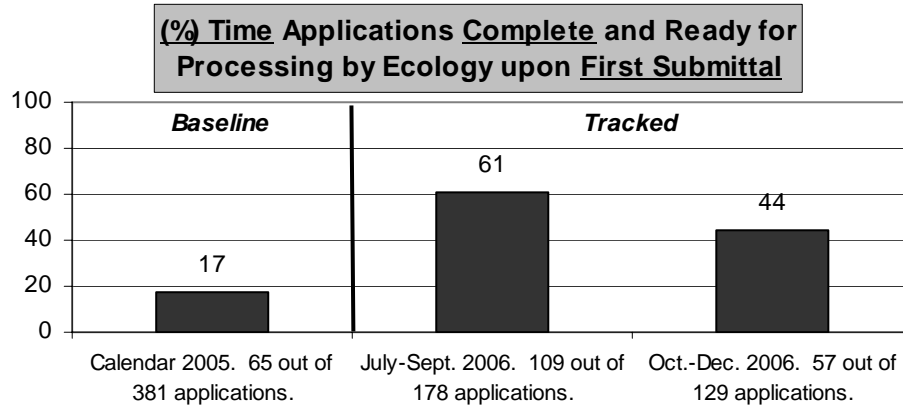
Analysis

- WDFW tracks, manages internal decision-making** to improve timeliness, performance, and meet 45-day statutory timeline.
- Quarterly data shows positive results** - 12-day, 18-day decision-making averages. Further quarterly data are necessary to establish/confirm trend. Likely influencing factors:
 - ✓ Incomplete related processes.
 - ✓ Staffing variations across state.
 - ✓ Effect front-end technical assistance has of extending total processing time yet yielding better customer service, permit results⁽¹⁾.
- Total customer timeline of 33-days has been established as baseline** and will be used to understand influencing factors over time.



(1) **Data Notes.** WDFW continues to enjoy high customer satisfaction rating for its permitting process – Qrt. 4, '06 rating was 4.6 out of 5.
 (2) **Data Source.** WDFW, Habitat Program, Qrt1 and Qrt2 HPMS data runs.

Application Stage: Getting it right the first time to reduce overall timeline.



Analysis

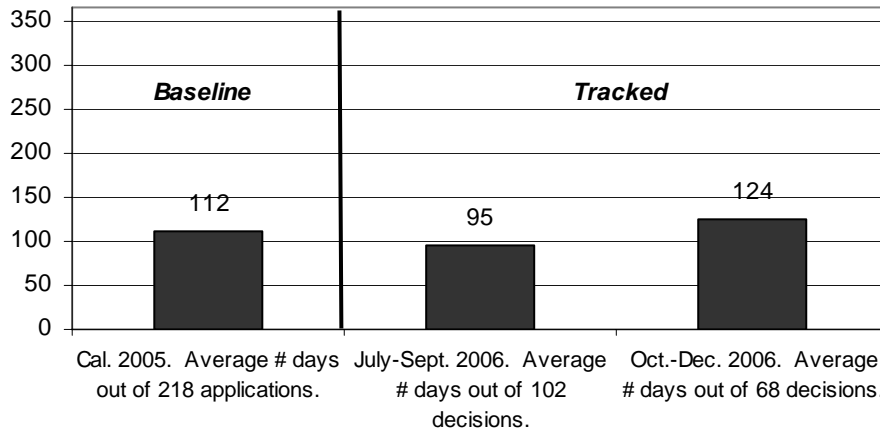
1. Since July 2006 Ecology has **institutionalized completeness tracking/reporting** for all JARPAs.
2. **JARPA-related improvements seem to show positive results** – Significant improvement in completeness. Further quarterly data are necessary to establish/confirm trends.
3. **Incomplete related processes** (e.g., federal determination, local SEPA) predominates as main reason limiting final review and decision-making (74%, 94% for past two quarters).
4. To reduce overall decision-making timeline:
 - ✓ **Interdependencies must be mapped, analyzed.**
 - ✓ **Proper sequencing, submittal steps must be documented.**
 - ✓ **Agencies, applicants must be better informed.**

(1) **Data Source.** Ecology, Shorelands and Environmental Assistance Program, Qrt1 and Qrt2 '06 Aquatics data runs.

Decision-Making Stage: Improving timeliness to reduce overall timeline.

(#) Days for Total Ecology Permit Process	
BASELINE	Ecology "401 Water Quality Certification" Permit
Application received to application complete	Start tracking 4/1/07
Application complete to permit decision	Start tracking 4/1/07
Application received to permit decision	112
Total (#) Days (Average) for Total Ecology Decision-Making Process	112⁽²⁾

(#) Days for Ecology Permit Decision



Analysis

1. Ecology tracks, manages decision-making to improve timeliness, performance, and meet its 365-day statutory timeline.
2. Total customer timeline of 112-days has been established as baseline.
3. Quarterly data show mixed comparative results - 95-day, 124-day decision-making averages.
4. Incomplete related processes seems most likely factor influencing, affecting total timeline.
5. Further and more refined tracking and reporting over time is necessary to:
 - ✓ Establish/confirm trends.
 - ✓ Establish/confirm significance of influencing factors.

(1) **Data Source.** Ecology, Shorelands and Environmental Assistance Program, Qrt1 and Qrt2 '06 Aquatics data runs.

(2) **Data Notes.** 112-day figure is composite of 207-day average for individual permits and 77-day average for letters of verification for nationwide permits.



Reducing Permit Time

Next steps . . .

**ACTION PLAN – Improve the overall clarity, predictability, and timeliness of the JARPA process.
[Target = 20% reduction in number days to make agency permit decisions by December 31, 2007.]**

<i>What</i>	<i>Who</i>	<i>When</i>
Getting It Right⁽¹⁾		
1. Agencies will continue tracking and reporting completeness/incompleteness rates, causes, and trends.	<ul style="list-style-type: none"> Pat Chapman -- WDFW Brenden McFarland – Ecology Scott Boettcher – ORA 	Quarterly through 12/31/07.
2. Agencies will work through ORA to: <ul style="list-style-type: none"> ✓ Plain talk and improve usability of existing JARPA form. ✓ Update JARPA guidance, instruction, and examples (covering local, state, federal, and tribal agencies). ✓ Address identified incompleteness causes. 	<ul style="list-style-type: none"> Pat Chapman -- WDFW Brenden McFarland -- Ecology Scott Boettcher – ORA 	Quarterly through 12/31/07.
Improving Timeliness⁽²⁾		
3. Agencies will begin tracking/reporting total customer timeline components (JARPA submitted, JARPA complete, Agency permit decision).	<ul style="list-style-type: none"> Pat Chapman -- WDFW Brenden McFarland – Ecology Scott Boettcher – ORA 	Quarterly through 12/31/07.
4. Agencies will work through ORA to: <ul style="list-style-type: none"> ✓ Document/map JARPA process flows and interdependencies (between agencies and applicants). ✓ Identify/resolve process inefficiencies and establish proper sequencing/steps. 	<ul style="list-style-type: none"> Pat Chapman -- WDFW Brenden McFarland – Ecology Scott Boettcher – ORA 	Draft 12/31/07. Final 6/30/08.

(1)(2) Notes. ORA will secure local and federal involvement in Action Plan activities.